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ABSTRACT

This book examines the application of total quality management (TQM) principles to training and development. It contains 10 chapters on the following topics: the quality revolution (the nature of and rationale for quality); major barriers to achieving quality (supplier-led approaches, problems with customers, throughput orientation, variable standards of performance, management of the status quo, and attitude problems); the philosophy and procedures of total quality (TQ) (clarity, accuracy, and the statistical basis of quality); the economics of quality (resourcing errors, costs of quality, the route to TQM); the relevance of TQ principles to internal service functions (internal service functions, service sector providers, and difficulties in applying TQ techniques); a quality case study of training (quality problems in training, commitment to training, and risk management); the use of TQ techniques in tackling quality problems in training (assessing business scope, customers of training and customer requirements, using the two-customer approach, and delivering effective training); the human dimension of TQ (psychological theories of personality and behavior and applications of the ego function framework in training design and delivery); the organizational context of effective training; and meeting the challenge of TQ training. A self-analysis inventory and a list of 11 recommended readings are included. (MN)

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